



**CITY OF HAMILTON**  
**HEALTHY AND SAFE COMMUNITIES DEPARTMENT**  
**Long-Term Care Division**

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| <b>TO:</b>                | Chair and Members<br>Emergency and Community Services Committee   |
| <b>COMMITTEE DATE:</b>    | October 19, 2023  |
| <b>SUBJECT/REPORT NO:</b> | 2023 Ministry of Long-Term Care Funding Enhancement (HSC23057(a)) (Wards 7 and 13)                        |
| <b>WARD(S) AFFECTED:</b>  | Wards 7 and 13  |
| <b>PREPARED BY:</b>       | Jessica Finan (905) 546-2424 Ext. 5479<br>Holly Odoardi (905) 546-2424 Ext. 1906                          |
| <b>SUBMITTED BY:</b>      | Holly Odoardi<br>Senior Administrator, Long-Term Care Division<br>Healthy and Safe Communities Department |
| <b>SIGNATURES:</b>        |   |

**RECOMMENDATION**

- (a) That the General Manager of Healthy and Safe Communities Department, or their designate, be authorized to increase the Long-Term Care (LTC) Division's 2023 budgeted complement by 2.0 full-time equivalent permanent positions, for Allied Health Professionals, at an estimated annual gross cost of \$178,590, to be funded from Ministry of Long-Term Care, Allied Health funding that was effective April 1, 2023, resulting in a net cost of \$0 annually; and,
- (b) That the General Manager of Healthy and Safe Communities Department, or their designate, be authorized to increase the Long-Term Care Division's 2023 budgeted complement by 0.5 full-time equivalent permanent position for a Supervisor Administration, with an estimated gross cost of \$62,700, to be funded from Ministry of Long-Term Care, Level of Care funding that was effective April 1, 2023, resulting in a net cost of \$0 annually; and,
- (c) That the General Manager of Healthy and Safe Communities Department, or their designate, be authorized to increase the Long-Term Care Division's 2023 budgeted complement by 2.0 full-time equivalent permanent positions for Nurse Practitioners, at an estimated annualized cost of \$187,000 for salary and benefits and \$4,000 for overhead which will be partially funded from Ministry of Long-Term Care Hiring More Nurse Practitioners Funding, leaving an outstanding

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OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

balance of approximately \$33,000 which is to be absorbed by allied health professionals funding and any remaining balance to be funded from any in-year operating surplus, if required.

## **EXECUTIVE SUMMARY**

As part of the continued Ministry of Long-Term Care's "A better place to live, a better place to work: Ontario's long-term care staffing plan", an increased financial commitment has been made by the province to support long-term care home licensees in hiring additional staff to increase direct hours of care provided to residents and enhance quality of care. This is to support the continuation of staffing initiatives and the provincial system-level average direct hours of care targets for fiscal 2023-2024 established in the *Fixing Long-Term Care Act, 2021* (the "Act").

The City of Hamilton will receive an additional \$178,590 for an additional 2.0 full-time equivalent to provide enhanced care and services seven days a week to the residents at both Macassa Lodge and Wentworth Lodge. The additional staff will be for allied health professionals across both Lodges. This enhanced provincial funding will cover the full cost of the increase confirmed until March 31, 2025 and is assumed to continue thereafter as base funding. Funding received effective November 1, 2021 is an annual allocation of \$582,770 that funded 5.6 full-time equivalent for allied health professionals, as approved in 2021 Ministry of Long-Term Care Funding Enhancement (HSC21052). This base funding effective November 1, 2021 is continuing in addition to the incremental increase of \$178,590 that was effective April 1, 2023.

In addition to Allied Health professionals funding, was an increase to the base level of care funding from the Ministry of Long-Term Care. To utilize this funding, an addition of 0.5 full-time equivalent Supervisor Administration position will provide enhanced support and customer service on-site at Wentworth Lodge and would allow for residents, families and staff to receive real time support. The current shared role across Macassa Lodge and Wentworth Lodge is already in the approved budgeted complement, is responsible for 430 residents and close to 900 staff from a staffing and scheduling perspective with most time being spent at Macassa Lodge. This model has been challenging and even more so during the pandemic with not being able to go between Homes during COVID-19 outbreaks. There have been learning lessons from the past three years that we need to action, with this being one of them. There would be weeks to months that a Home would be without the resource on-site that would put additional pressure on either nurse managers, the director of nursing or administrator to deal with resident issues or concerns and often not in a timely manner due to competing priorities. With an enhancement of a permanent 0.5 full-time equivalent, this will better align with Council priority of Responsiveness and Transparency specifically being able to prioritize customer service and proactive communication and continue to build a high performing public service.

The Ministry of Long-Term Care Hiring More Nurse Practitioners Funding was announced April 2023. Both Macassa and Wentworth Lodge applications for funding were accepted and approved in 2023. The objective the Ministry of Long-Term Care Hiring More Nurse Practitioners Funding for Long-Term Care Homes is to increase the number of nurse practitioners working in Long-Term Care homes. Nurse practitioners will not only assist with health outcomes for our residents but also provide opportunities for growth and learning for staff within our long-term care homes.

### **Alternatives for Consideration – Not Applicable**

### **FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** The City of Hamilton received an incremental increase of \$178,590 in funding from the Ministry of Long-Term Care to hire an additional 2.0 full-time equivalents related to Allied Health Professionals. The provincial funding from the Ministry of Long-Term Care will cover the full cost of this increase in staffing from April 1, 2023 to March 31, 2024 with no levy impact. In addition, an increase of permanent 0.5 full-time equivalent for a Supervisor Administration position at Wentworth Lodge with an annual gross cost of \$62,700, will be fully offset by additional Ministry of Long-Term Care funding effective April 1, 2023, with no levy impact.

An increase of permanent 2.0 full-time equivalent for Nurse Practitioner positions, one at Macassa Lodge and one at Wentworth Lodge with a total 2023 annualized approximate cost of \$187,000 for salary and benefits and approximately \$4,000 for overhead. This will be offset by Ministry of Long-Term Care Hiring More Nurse Practitioners Funding from the Ministry of Long-Term Care funding which was effective on each hiring date, in the amount of \$158,000, with the remainder absorbed by allied health professional funding and any remaining balance to be supported by any in-year operating surplus, if required. Ministry of Long-Term Care Hiring More Nurse Practitioners Funding is capped at a maximum of \$123,340 for salary and benefits and \$8,513 in overhead for each nurse practitioner for each 12-month period. It is anticipated all funding will continue, but if there are any changes, this will be addressed through the 2025 or future tax operating budget process.

**Staffing:** An additional permanent 2.0 full-time equivalent consisting of allied health professionals will be hired to increase direct hours of care and enhance Infection Prevention and Control practices provided to residents of Macassa and Wentworth Lodges. An additional permanent 0.5 full-time equivalent for Supervisor Administration will be hired at Wentworth Lodge. An additional

permanent 1.0 full-time equivalent for Nurse Practitioner were hired for each Macassa and Wentworth Lodge for a total of 2.0 full-time equivalent.

Legal: Not applicable

## **HISTORICAL BACKGROUND**

In December 2020, the Ministry of Long-Term Care released “A better place to live, a better place to work: Ontario’s long-term care staffing plan”. This staffing plan aims to make long-term care a better place for residents to live, and a better place for staff to work. The plan focuses on recruitment and retention of more staff, improving working conditions and driving effective and accountable leadership. To support implementation of the plan, provincial financial commitments have been made to improve Ontario’s long-term care sector by increasing staffing levels to support long-term care home licensees in hiring additional staff to increase direct hours of care provided to residents and enhancing the quality of care.

Effective November 1, 2021, the enhanced funding covered the full cost of the increase in staffing of 39.65 full-time equivalents from November 1, 2021 to March 31, 2022 with no levy impact. This funding continued for the next fiscal year April 1, 2022 to March 31, 2023 as base funding to support full-time equivalent as approved in HSC21052 2021 Ministry of Long-Term Care Funding Enhancement report. This funding supported both nursing staff and allied health professionals.

Over the past few years, a number of reports have been issued outlining systemic challenges in the long-term care sector. The two critical reports that were instrumental in highlighting the way forward for Long-Term Care in the recent, “A Better Place to Live, A Better Place to Work” report include the final report and recommendations of the Long-Term Care Homes Public Inquiry (July 2019) and the more recent recommendations by the Long-Term Care COVID-19 Commission (October 2020 and December 2020).

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

Recommendations have been made in consideration of the City of Hamilton’s Budgeted Complement Control Policy (CBP – 1).

## **RELEVANT CONSULTATION**

The recommendations in this report are supported by Corporate Services, Financial Planning, Administration and Policy.

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

The goal of this incremental enhanced staff funding is to support Long-Term Care home licensees to enable the hiring of more staff to increase direct hours of care provided to residents. Moving to a provincial average of four hours of care has been a long-standing advocacy priority for Long-Term Care ever since the target was identified in the government-commissioned Sharkey Report on long-term care in 2008.

The Ministry of Long-Term Care staffing plan focuses on six areas of action:

- #1. Increasing the hours of direct hands-on care provided by nurses and personal support workers, to an average of four hours per day per resident, including a significant increase in nursing care to reflect the acuity of long-term care residents and expanding resident access to allied health staff.
- #2. Accelerating and expanding educational pathways to help recruit the tens of thousands of new staff that will be needed.
- #3. Supporting continued development and professional growth for long-term care staff, which will also improve retention.
- #4. Improving working conditions for staff.
- #5. Building effective and accountable leadership in homes across the province to improve oversight within homes, guidance, and medical outcomes in long-term care homes.
- #6. Measuring progress against key performance indicators.

Staff have been working closely with Human Resources on recruitment strategies for ongoing recruitment as well as being prepared for multi-year recruitment.

Staff will ensure that these additional full-time equivalents are strategically determined to enhance services and quality of care through feedback, risk mitigation assessment and gap analysis through people leaders.

## **ALTERNATIVES FOR CONSIDERATION**

Not applicable

## **APPENDICES AND SCHEDULES ATTACHED**

None